DOCUMENT RESUME

ED 163 298 CE 019 154

TITLE	Directory of Productivity and Quality of Working Life Centers.
INSTITUTION	National Center for Productivity and Quality of Working Life, Washington, D.C.
PUB DATE	78
NOTE	86p.; For related documents see CE 019 152
EDRS PRICE	MF-$0.83 HC-$4.67 Plus Postage.
DESCRIPTORS	Community Agencies (Public); Economic Change; *Economic Development; *Economic Progress; Financial Support; Foreign Countries; Futures (of Society); Manpower Development; National Programs; Planning; Policy Formation; Private Agencies; Productive Living; *Productivity; *Program Descriptions; *Quality of Life; Regional Programs; *Research and Development Centers; Resource Centers; State Programs; Trend Analysis
IDENTIFIERS	United States

ABSTRACT

This directory was prepared to foster the mutually supportive relationships among the Productivity and Quality of Working Life Centers in the United States. It was also designed to be of value to innovative managers in the public and private sectors by making readily available sources of information on the various aspects of productivity and quality of working life issues. The twenty-eight centers included in this directory vary widely in terms of development, scope, and sources of support. Several are essentially national or regional in approach; others generally confine their activities to their respective states; and some are university-based. Their financing comes from both public and private funds. All are involved in programs of interest nationwide. The following elements are found in the description of each center: address/phone number; background; organization; funding/support; program activities; and publications/A-V materials. Appended are a listing of foreign Productivity and Quality of Working Life Centers and a geographical index (by state) of U.S. Productivity and Quality of Working Life Centers. (A companion document, CE 019 154, contains the final report of the National Center for Productivity and Quality of Working Life, whose primary functions are to make the United States aware of the benefits of productivity growth and to encourage initiatives that will result in better productivity performances.) (BM)

****
* Reproductions supplied by EDRS are the best that can be made *
* from the original document. *
****

ED163298

Directory of Productivity and Quality of Working Life Centers

Fall 1978

National Center for Productivity
and Quality of Working Life
Washington, DC 20036

CE 019 154

U S DEPARTMENT OF HEALTH,
EDUCATION & WELFARE
NATIONAL INSTITUTE OF
EDUCATION

THIS DOCUMENT HAS BEEN REPRODUCED EXACTLY AS RECEIVED FROM THE PERSON OR ORGANIZATION ORIGINATING IT. POINTS OF VIEW OR OPINIONS STATED DO NOT NECESSARILY REPRESENT OFFICIAL NATIONAL INSTITUTE OF EDUCATION POSITION OR POLICY

CONTENTS

Preface.....vii

American Center For the Quality of Work Life.....1

American Productivity Center.....7

Center for Government and Public Affairs.....9

Center for Productive Public Management.....11

Center for Quality of Working Life.....13

Committee on Productivity.....18

Georgia Productivity Center.....20

Harvard Project on Technology, Work, and Character.....23

Institute for Productivity.....25

Management and Behavioral Science Center.....27

Manufacturing Productivity Center.....29

Maryland Center for Productivity and Quality of Working Life.....31

Massachusetts Quality of Working Life Center.....35

MDC, Inc.....37

Oklahoma Productivity Institute.....39

PENNTAP.....40

Productivity Center.....42

Productivity Council of the Southwest.....43

Productivity Institute.....46

Productivity Research and Extension Program.....48

Purdue Productivity Center.....51

Quality Of Working Life Program (Center for Human Resource Research).....52

Quality of Working Life Program (Institute of Labor and Industrial Relations).....54

Quality of Work Life Center for Central Pennsylvania.....56

Quality of Work Life Program.....58

South Florida Productivity Center.....59

Utah State University Center for Productivity and Quality of Working Life.....61

Work in America Institute, Inc. 65

APPENDIXES.....following p. 69

A. Listing of Foreign Productivity and Quality of Working Life Centers

B. Geographical Index (by State) of U.S. Productivity and Quality of Working Life Centers

PREFACE

The need for improving productivity and the quality of working life, which led to the creation of the National Center for Productivity and Quality of Working Life as an agency of the Federal Government, has also resulted in the organization of a number of similar entities concerned with productivity and quality of working life issues at the national, regional, State, and local levels. It is gratifying to report that this directory describes 28 such centers which exist already or are in the process of being formed in the United States.

Representatives of 22 of these 28 centers attended a meeting hosted by the National Center on September 7 and 8, 1978, at the Smithsonian Institution's Museum of History and Technology in Washington, D.C. The purpose of the meeting was to provide a mechanism by which the centers could share information about their programs and interact with each other as well as with representatives of Federal agencies with an interest in productivity and quality of working life issues.

This directory was prepared to foster the mutually supportive relationships among the productivity and quality of working life centers of the Nation. It was also designed to be of value to innovative managers in the public and private sectors by making readily available sources of information on the various aspects of productivity and quality of working life issues.

It will become evident to the interested reader that the centers vary widely in terms of development, scope, and sources of support. Several are essentially national or regional in approach. Others generally confine their activities to their respective States. Some are university-based. Their financing comes from both public and private funds. All are involved in programs of interest nationwide.

The directory also lists foreign productivity centers (Appendix A). It is noteworthy that the United States was instrumental in encouraging the establishment of foreign productivity centers through the Marshall Plan -- by the end of 1952, all the European nations had formed national centers

which were assisted financially by the United States until 1961. In 1955 the Japan Productivity Center was established; over a dozen Asian countries now have such centers.

We at the National Center are confident that the productivity and quality of working life centers described in this directory are pioneers in a movement that is crucial to the social and economic health of the United States. I wish to express the National Center's appreciation to these centers for their cooperation in providing the information for this directory.

George H. Kuper
Executive Director

AMERICAN CENTER FOR THE QUALITY OF WORK LIFE
3301 New Mexico Avenue, N.W.
Suite 202
Washington, DC 20016

(202) 338-2933

Background

The American Center for the Quality of Work Life (ACQWL), formerly the National Quality of Work Center, is a Washington-based nonprofit corporation founded in March 1974. ACQWL operates on the premise that the men and women who make up America's work force are its greatest unrealized natural resource. The center stimulates in both the private and public sectors a growing understanding and exploration of proven ways for unions and managements, jointly, to release the problem-solving potential of working Americans. Through its field projects, training, and communications activities, the center assists labor and management to generate the active processes and structures which enable shared and tangible improvements in the quality of life at work and enhancement of organizational effectiveness.

Organization

Staff includes:
Ted Mills, Director
Edward Cohen-Rosenthal, Associate
Jacqueline Davenport, Treasurerer
Robin L. Witten, Communications
Lee M. Ozley, Senior Associate
Nicholas Bizony, Senior Associate
Charles M. Crone, Senior Associate
Gene Herbster, Senior Associate

Funding/Support

Institutional support is derived primarily from project income. From 1974-78, the center was also supported by the Eonomic Development Administration of the U.S. Department of Commerce and the Charles Stewart Mott Foundation. Project-by-project support is derived from public and private sector organizations and unions.

Objectives

ACQWL public and private sector field projects are designed to demonstrate that organizations will become more effective and the quality of working life for members will be improved when employees have expertly structured opportunities to become actively involved in day-to-day decisions affecting organizational improvement.

ACQWL field projects are being implemented in highly diverse and visible major organizations in both the public and private sectors. All are in unionized workplaces and have been endorsed by managements and unions. Most have active participation of the highest officers of managements and unions. The objective is to establish new enabling corrective structures which permit managers and workers, jointly, to identify (diagnose) and solve problems relating to their own idiosyncratic technological, social, environmental, and economic problems. All projects are "jointly owned" and directed by union and management participants. ACQWL staff are used as facilitators only.

ACQWL initiates, implements, and supervises total organization quality of worklife projects in unionized organizations, public and private (12 to date); creates and disseminates information about these field activities and other quality of worklife activities in the U.S., Europe, Japan, etc.; and constructs and presents training, seminar, and educational activities for those seeking to learn quality of working life principles and methods, including stimulation of quality of working life-related worker education.

Program Activities

- Tennessee Valley Authority, Transmission Planning and Engineering Division/Tennessee Valley Authority Engineers Association/Office and Professional Employees. Funded by TVA, TVAEA, and EDA.

- Harman International, Bolivar, Tennessee/United Automobile Workers Union. Funded by Harman International, UAW, NCOP, and Ford Foundation.

- Rushton Mining Company, Phillipsburg, Pennsylvania/United Mine Workers of America. Funded by Rushton, UMWA, and EDA.

- Weyerhaueser Corporation/International Woodworkers Union. Funded by Weyerhaueser, IWA.

- Mount Sinai Hospital, New York/National Union of Hospital and Health Care Employees/New York State Nurses Association/Committee of Interns and Residents. Funded by HEW.

- Nabisco, Inc./Bakery and Confectionary Workers International Union, and International Brotherhood of Electrical Workers. Funded by Nabisco, BCWIU.

- City of San Diego, California/American Federation of State, City, and Municipal Employees Union. Funded by U.S. Department of Labor.

- Xerox Corporation. Funded by the Xerox Corporation.

- Development of Quality of Working Life Institute, a training facility for teaching unions and managements basic diagnostic and problem-solving techniques for total organizations. Funded by ACQWL.

- Development of problem-solving entry and change strategies for total organizations, including the ACQWL Organizational Readiness Diagnosis technique, and training. Funded by ACQWL.

- Development of American Quality of Working Life Association, consisting of practicing members (union and management) in quality of working life projects across the U.S. and Canada. Funded by the Charles Stewart Mott Foundation.

- American Quality of Working Life Association Conference -- May 1977, Airlie House, Virginia (100 unions, management, and worker attendees) funded by Ford Foundation, NIMH, and National Center for Productivity and Quality of Working Life.

- Senior Management Quality of Working Life Conference -- November 1977 Xerox Training Center, Leesburg, Virginia (40 senior officers, including 2 presidents from Xerox, General Motors, Weyerhaueser, Nabisco) funded by participating companies.

- ACQWL Information Update Service -- begun September 1978. Mailings of articles, speeches, newspaper clippings, and other quality of working life related materials to subscriber list of 3,500. Funded by Charles Stewart Mott Foundation.

- Quality of Work Life: What's In a Name -- October 1978. General Motors publication of excerpts from Quality of Work Life: The Name That Isn't There, by Ted Mills.

Publications/A-V Materials

First Meeting: American Quality of Working Life Association videotape: $75 rental; $150 purchase.

A 22-minute black and white videotape of a May 1977 ACQWL-convoked conference of 100 managers, union leaders, and workers from 17 quality of working life projects discussing their varying personal views and opinions of quality of working life impact on management, unions, collective bargaining, and the effectiveness of third-party consultants.

Industrial Democracy in Europe: A 1977 Survey, 258 pp. Free.

German Marshall Fund-supported examination of the explosion of "industrial democracy" legislation and events in 10 European countries and the Common Market, including detailed summaries, charts, extracts from laws, in each. "Overview" chapter (printed in November-December 1978 Harvard Business Review, below) examines the quality of working life "American Response" to the rush of events in the 1970's in Europe.

Mills, T. Wise New World A-Coming, Address to American Psychological Association Convention, Montreal, Canada, October 1973.

Mills, T. Less More, Address to the Ripon Society, Washington, D.C., February 1974.

Mills, T. The Thirteenth Dilemma, Address to the Conference on Changing Work Ethics, New York City, April 1974: Atlanta Economic Review, November 1974.

Mills, T. Predicament, Productivity, Praxiteles, Performance, and Purpose, Address to the Association of Consulting Management Engineers, Bermuda, November 1974.

Mills, T. Utilization of Human Resources in Mining, Address to American Institute of Mining, Metallurgical and Petroleum Engineers, New York, February 1975.

Mills, T. Human Resources: Why The New Concern, Harvard Business Review, March-April 1975.

Mills, T. A Taste of Social Equity, Address to American Society for Training and Development, Kansas City, Mo.; ASTD Journal, October 1975.

Cohen-Rosenthal, E. Legislation and Regulation Affecting Lifelong Learning, U.S. Office of Education, 830 pp., 1975.

Cohen-Rosenthal, E. The President Looks at Education, Change Magazine, March 1975.

Cohen-Rosenthal, E. Testimony, Lifetime Learning Act (52407), U.S. Subcommittee on Education, December 1975. Excerpted in the Star Ledger, Newark, N.J., February 15, 1976; and the Christian Science Monitor, March 10, 1976.

Cohen-Rosenthal, E. Politics and Lifelong Learning: An Exploration of Citizen Strategies, Rutgers Labor Education Center, New Brunswick, N.J., February 1976.

Cohen-Rosenthal, E. Testimony on Employment and Lifelong Learning, Democratic Platform Committee, Newport, R.I., April 1976.

Cohen-Rosenthal, E. Education and Work: 2000 A.D., WNET-TV, New York, N.Y., September 1976.

Mills, T. Altering the Social Structure in Coal Mining: A Case Study, Monthly Labor Review, October 1976.

Mills, T. Quality of Work: An International Phenomenon, Address to Region 6 Conference, American Society for Training and Development, October 1976.

Mills, T. Creeping Corporationism vs. Rising Entitlements, Address to Ditchley Conference, Oxford, England; Harvard Business Review, November-December 1976.

Cohen-Rosenthal, E. Tuition Refund Program, The Assembler, Local 595, United Auto Workers, December 1976.

Mills, T. Work as a Learning Experience, Address to American Association for Higher Education, Chicago, Ill., December 1976; reprinted in Work and Education, Harcourt Brace Janovich, 1977.

Ozley, L., Lawler, E. The Quality of Work Life Can Be Improved, April 1977.

Ozley, L. Quality of Work Life: Nine Lessons, Address to the Academy of Management, Orlando, Fla., August 1977.

Bennis, W. Toward a Learning Society: A Basic Challenge to Higher Eduation, Paper presented under grant by U.S. Office of Education, October 1977; published in New Directions for Education and Work, Vol. II, Summer 1978.

Comstock, C. Lifelong Learning for Workers: Participation Rates, Barriers, and New Departures, Paper presented under grant by U.S. Office of Education, October 1977; published in New Directions for Education and Work, Vol. II, Summer 1978.

Mills, T. Quality of Work Life, Learning and Education: An Emerging Trinity, Paper presented under grant by U.S. Office of Education, October 1977; published in New Directions for Education and Work Vol. II, Summer 1978.

Cohen-Rosenthal, E. Lifelong Learning--For Some of the People, Change Magazine, August 1977.

Cohen-Rosenthal, E. Promising Horizons: Cooperative Opportunities Among Labor, Management, Education and CETA in New Jersey, with H. Levine et al. 415 pp., October 1977, Rutgers Labor Education Center, New Brunswick, N.J.

Cohen-Rosenthal, E. Financing of Lifelong Learning/Recurrent Education Through Employers/Union Educational Opportunities, New York State Education Department, Albany, N.Y., November 1977.

Report on the Quality of Work Life Management Conference, Leesburg, Virginia, November 1977.

Mills, T. Statement to the Congress of the United States, Joint Economic Committee for its special study on Economic Change, Washington, D.C., June 1978.

Industrial Democracy in Europe: A 1977 Survey, published by AMERICAN CENTER FOR QUALITY OF WORK LIFE, 255 pp., 1978.

Mills, T. Industrial Democracy in Europe: An American Response, Harvard Business Review, November-December 1978.

Zwerdling, D. Toward a More Human Way of Working in America, A Report on the Employee Experience Exchange Conference of the ACQWL; published by National Institute of Mental Health, November 1978.

Mills, T. Quality of Work Life: That Name That Isn't There, Address to Centre International De Recherches et Etudes en Management, Montreal, Canada, June 1978; published as Quality of Work Life: What's In A Name? by General Motors, November 1978.

AMERICAN PRODUCTIVITY CENTER
1700 West Loop South
Houston, TX 77027

(713) 961-7740

Background

The need for a productivity center that was operated in the private sector was recognized several years ago by C. Jackson Grayson, Jr., when he was Chairman of the Price Commission during Phase II of wage-price controls. This idea culminated in the establishment of the American Productivity Center (APC) in 1977.

Organization

The American Productivity Center, a nonprofit, privately funded organization, is governed by a Board of Directors consisting of:
Robert Abboud, Chairman, First National Bank of Chicago
I. W. Abel, Labor Consultant-Past President, United Steelworkers
John C. Biegler, Managing Partner, Price, Waterhouse & Co.
Donald C. Burnham, Officer-Director, Westinghouse Electric
Frank Cary, Chairman, IBM
George A. Chandler, President, American Productivity Center
James L. Ferguson, Chairman, General Foods
Dr. C. Jackson Grayson, Jr., Chairman, APC
Dr. John Kendrick, Professor, George Washington University
Dr. Donald S. MacNaughton, Chairman, Prudential Insurance Co.
Dr. Charles H. Pillard, President, International Brotherhood of Electrical Workers
W. F. Rockwell, Jr., Chairman, Rockwell International
William Usery, Labor Consultant-Past Secretary of Labor
Glenn E. Watts, President, Communications Workers of America
John Whitehead, Senior Partner, Goldman, Sachs & Co.

Staff includes:
C. Jackson Grayson, Jr., Chairman
George Chandler, President
Pete Moffett, Executive Vice President
Dick Siegel, Special Assistant to Chairman
Cal Atwood, Vice President
Carl Thor, Vice President
George Sadler, Senior Economist
Carolyn Meanly, Director of Information Services

There are currently 20 permanent staff and 20 associates, who

are executives from major firms assigned to the center for periods of a year or more.

Funding/Support

Funding from over 120 U.S. firms in the amount of $10 million has been obtained. These companies will also loan the center the equivalent of $1.5 million in executive talent.

Objectives

To strengthen the private enterprise system by developing practical programs to improve productivity and the quality of working life.

Programs/Activities

- Productivity Awareness Programs. Publications, films, slides, tapes, paycheck stuffers, posters.
- Productivity Information Services. Books, periodicals, reference services, case studies, data bases.
- Productivity Appraisal. How to determine where improvements can be made.
- Company Productivity Programs. One-day briefings on how to start productivity improvement programs.
- Cross-Industry Productivity Measurement Seminars. Courses on how to measure productivity at the company level.
- Multi-Firm Comparisons of Productivity Data.
- A Labor/Management Conference. To promote cooperation to reduce inflation and unemployment through productivity improvement.

CENTER FOR GOVERNMENT AND PUBLIC AFFAIRS
Auburn University at Montgomery
Montgomery, AL 36117

(205) 279-9110

Background

The Center for Government and Public Affairs was formed in 1975 to carry out the university's mission in the area of research and extension (public service) and provide other services which complement the instructional program. In particular, the center conducts research and public service activities in public administration, criminal justice, and applied psychology. Institutionally, the center is the research and public service arm of the School of Sciences at Auburn University at Montgomery. While belonging to the School of Sciences, the center utilizes faculty from the School of Business and the School of Liberal Arts.

Organization

Staff includes:
Dr. Raymond B. Wells, Director
Linda Holman-Eagerton, Research Associate
Dr. Robert H. Elliott, Research Scientist
Charlie Lassiter,Research Associate
Debra Perkins, Research Associate
John Veres, Research Associate
Jack Boyd, Research Associate

Funding/Support

The center is funded by appropriations from the Alabama State Legislature and by research and grant activities. The center currently is the managing agency for the Alabama Innovation Project, funded by the National Science Foundation. The center also conducts the Alabama Merit System Test Validation Project funded by an Intergovernmental Personnel Act Grant to the State of Alabama. Other contractual work includes activity in the Highway Traffic Safety area and with the Alabama United Judicial System.

Objectives

To provide technical assistance and capacity building expertise to State and local governments in Alabama in the following

areas: productivity, technological innovation, management, financial management, governmental reorganization, applied psychology, and information sciences.

To conduct basic and applied research in public administration, criminal justice, psychology, information sciences, and financial management.

Programs/Activities

Alabama Merit System Test Validation Project: an IPA funded contract to develop content and criterion validation methodologies for testing purposes for the Alabama Merit System.

Highway Safety Project: the Center is assisting the Montgomery Police Department in developing a resource allocation model for traffic enforcement purposes. A comprehensive Highway Traffic Safety Education Program is also being developed.

Administrative Office of the Courts Project: the center is working with the Alabama United Judicial Systems Administrative Office of the Courts in developing test methodologies for its new personnel system. A Manpower Allocation Model is also being developed for the Circuit Court Clerk Offices and the District Court Clerk Offices.

Alabama Innovation Group Project: the center is the managing office for the Alabama Innovation Group, a cooperative effort of the campuses of the University of Alabama and of Auburn University. The purpose is to supply innovation and technological transfer assistance to Alabama State and local governments utilizing the research and development capacities of the cooperating universities.

Publications/A-V Materials

The center publishes a quarterly, Government and Public Affairs Review, which explores new issues facing State and local governments.

The center also pubishes technical reports, professional papers of center staff, and occasional papers.

CENTER FOR PRODUCTIVE PUBLIC MANAGEMENT
John Jay College of Criminal Justice
City University of New York
445 West 59th Street
New York, NY 10019

(212) 489-5030/5031

Background

The center was formed in 1975 and is the first nonprofit university-based organization of its kind.

Organization

The center is a nonprofit organization within John Jay College of Criminal Justice, City University of New York.

Staff includes:
Dr. Marc Holzer, Director
Constance Zalk, Associate Director
Ellen D. Rosen, Associate Director
Joel Goldberg, Director of Public Information
Gail Hoffman, Business Manager

Funding/Support

The center obtains funding from a variety of sources, including the U.S. Departments of Health, Education, and Welfare; Housing and Urban Development; and Transportation. It also obtains State and local funding. Self-funding activities include the center's Publications Clearinghouse, training, conferences, workshops, and the Public Productivity Review.

Objectives

The center's primary objective is to transfer knowledge of productivity to public sector applications.

Programs/Activities

The center has developed and implemented programs of research, evaluation, demonstration, and information dissemination. Education and training programs include curricula for a series of interdisciplinary management courses, innovative instructional approaches and materials, handbooks, manuals, audiovisual

materials, graphics, and an extensive annotated productivity bibliography.

Publications/A-V Materials

Public Productivity Review, quarterly journal.

Productivity Bibliography, 1976, updated quarterly.

Alternative Approaches to Productivity, 80 slides, sound, 1978.

Guide to Library Research in Public Administration, 1976.

Productivity posters.

CENTER FOR QUALITY OF WORKING LIFE
Institute of Industrial Relations
University of California
405 Hilgard Avenue
Los Angeles, CA 90024

(213) 825-1095; 825-8862

Background

The Center for Quality of Working Life was formed in 1975 to continue a long-established program of applied and academic activity in quality of working life. Although university-based, the center actively works with managements and unions to assist in bringing about changes which improve both the quality of life in the workplace and the economic status of organizations.

Organization

Staff includes:
Professor Louis E. Davis, Chairman
Professor James C. Taylor, Research Fellow
Joel A. Fadem, Senior Fellow
John J. Cotter, Program and Project Development Officer
Eli Berniker, Research Assistant
Beverly McDonald, Administrative Assistant
Gerald J. Walker, Adjunct Fellow
Albert B. Cherns, Adjunct Fellow

Funding/Support

General funding is being provided by the Ford Foundation. Project funding is being provided by the U.S. Department of Transportation and Goodwill Industries.

Objectives

- Formulate and disseminate approaches which will enhance the quality of working life.
- Evaluate the outcomes of such approaches.
- Provide a focus for action and policy formulation for union leaders, managers, educators, government policymakers, and researchers.

- Aid managements and unions in collaborative efforts to improve the quality of working life.
- Furnish relevant information to seekers of nonpartisan analyses, advice, or assistance in the field.
- Develop the professional competence of those undertaking programs or conducting research in quality of working life improvements.

Programs/Activities

To implement its objectives, the center concentrates on the following activities:

- Technical assistance through research and consultation with the managements and unions of industrial, governmental, business, service, educational, and health care organizations, and through preparation of reports and textbooks.
- Training of professionals, managers, union officers, teachers, and researchers, through annual Fall resident courses on improving quality of working life and organizational effectiveness which attract approximately 40 attendees.
- In-depth case studies, published as monographs, of organizational changes or designs which enhance the quality of working life.
- Development of change strategies and methodologies to enhance life in the workplace in specific situations.
- Research and development to provide fundamental data, useful theories, and new ways of evaluating the effectiveness of individuals and organizations.
- Dissemination of knowledge through conferences and seminars on special topics.

Publications/A-V Materials

Job Motivation and Job Design, Robert Cooper, 1974, $3.50. (CQWL-M-1) (Monograph)

Quality of Working Life in the United States: Problems and Prospects, Louis E. Davis, Gary M. Cadenhead, James C. Taylor, Marvin Hoffenberg, and Edward R. Dulworth, 1976, $3.50. (CQWL--PP-1) (Position Paper)

The following working papers are priced at $1.50:

Concepts and Problems in Studies of the Quality of Working Life, J. C. Taylor, 1973. (CQWL-WP-73-1)

Experiments in Work System Design: Economic and Human Results, J. C. Taylor, 1975. (CQWL-WP-75-1)

Quality of Working Life: What Can We Do About Stagnation on the Job?, L. E. Davis, 1975. (CQWL-WP-75-2)

The Socio-Technical Approach to Work System Design in Hospitals, J. C. Taylor and L. Friss, 1975. (CQWL-WP-75-3)

Emerging Opportunities in Work System Design, J. J. Cotter, 1976. (CQWL-WP-76-1)

Fitting Computer-Aided Technology to Workplace Requirements, J. Fadem, 1976. (CQWL-WP-76-2)

Job Satisfaction and Quality of Working Life: A Reassessment, J. C. Taylor, 1976. (CQWL-WP-76-4)

Socio-Technical Approaches to Assembly Design, J. A. Fadem and U. de Haan, 1976. (CQWL-WP-76-5)

Employee Participation in Socio-Technical System Design: A White Collar Example, J. C. Taylor, 1976. (CQWL-WP-76-6)

Autonomy and Technology: A Contingency Approach, U. de Haan, 1976. (CQWL-WP-76-7)

A Report of Preliminary Findings from the 1976 "Work Organization Study" Pilot Survey, J.C. Taylor, 1976. (CQWL-WP-76-8)

The following are available as indicated:

Quality of Working Life: An Annotated Bibliography, 1957-72, J. C. Taylor, et. al., 1972. Available from NTIS, PB 218380.

Quality of Working Life: Volumes 1 and 2, L. E. Davis and A. B. Cherns, 1975, Free Press, New York.

The Design of Jobs, second ed., L. E. Davis and J. C. Taylor, 1978, Goodyear Publishing, California.

An Empirical Examination of the Dimensions of Quality of Working Life, J. C. Taylor, 1977. CQWL-WP-77-2

Job Design in the Federal Establishment: A Case Study, J. C. Taylor, 1977. CQWL-WP-77-3

Job Design Criteria Twenty Years Later, J. C. Taylor, 1977. (CQWL-WP-77-4)

Analyzing Social Systems, A. B. Cherns and G.J. Wacker, 1977. (CQWL-WP-77-5)

The following reprints are priced at $1.00 unless otherwise indicated:

Job Design Reprint Package. Contains Job Design, L. E. Davis, R. R. Canter, and J. H. Hoffman, 1955; Job Design Research, L. E. Davis and R. R. Canter, 1956; and Toward a Theory of Job Design, L. E. Davis, 1957. (CQWL-1) $1.50 for all four.

Job Design Factors, L. E. Davis and R. Werling, 1960. (CQWL-2)

The Effects of Automation on Job Design, L. E. Davis, 1962. (CQWL-3)

Studies in Supervisory Job Design, L. E. Davis and E. S. Valfer, 1966. (CQWL-5)

The Design of Jobs, L. E. Davis, 1966. (IIR-163)

Restructuring Jobs for Social Goals, L. E. Davis, 1970. (IIR-210)

The Coming Crisis for Production Management: Technology and Organization, L. E. Davis, 1971. (IIR-216)

Job Satisfaction Research: The Post-Industrial View, L. E. Davis, 1971. (IIR-217)

Readying the Unready: Post-Industrial Jobs, L. E. Davis, 1971. (IIR-218)

The Health Care System Looks at Allied Health Personnel, L. E. Davis and R. B. Andrews, 1972. (CQWL-10)

Quality of Working Life: National and International Developments, L. E. Davis, 1972. (CQWL-11)

Models for the Use of Research, A. B. Cherns, 1972. (CQWL-12)

Improving the Quality of Working Life: Sociotechnical Case Studies, L. E. Davis and E. L. Trist, 1974. (CQWL-14)

The Human Side of Work: The Socio-Technical Approach to Work System Design, J. C. Taylor, 1975. (CQWL-16)

Controlling the Variance in Action Research, L.E. Davis and E. S. Valfer, 1976. (CQWL-18)

Technology, Organization and Job Structure, L.E. Davis and J. C. Taylor, 1976. (CQWL-19) This article, which is not available from the Institute of Industrial Relations, is in HANDBOOK OF WORK, ORGANIZATION AND SOCIETY, R. Dubin (Ed.), Rand McNally.

Developments in Job Design, L. E. Davis, 1976. (CQWL-20)

Social Change and Work, A. B. Cherns, 1976. (CQWL-21)

Behavioral Sciences Engagements: Taxonomy and Dynamics, A. B. Cherns, 1976. (CQWL-22)

Principles of Sociotechnical Design, A. B. Cherns, 1976. (CQWL-23)

Evolving Alternative Organization Designs: Their Sociotechnical Bases, L. E. Davis, 1977. (CQWL-24)

Job Design in an Insurance Firm, J. C. Taylor, 1977. (CQWL-25)

Job Design: Overview and Future Direction, L. E. Davis, 1977. (CQWL-26)

Enhancing Quality of Working Life: Developments in the U.S., L. E. Davis, 1977. (CQWL-27)

Can Behavioral Science Help Design Organizations? A. B. Cherns, 1978. (CQWL-28)

Job Satisfaction and Quality of Working Life: A Reassessment, J. S. Taylor, 1978. (CQWL-29)

All orders under $10 should be prepaid. California residents should add 6% sales tax. Make checks payable to The Regents of the University of California. Address order to:

Institute of Industrial Relations
University of California
Los Angeles, California 90024
Attention: Publications

COMMITTEE ON PRODUCTIVITY
American Institute of Industrial Engineers
25 Technology Park
Norcross, GA 30092

(404) 449-0460

Background

Athough not a center, the American Institute of Industrial Engineers (AIIE) represents an excellent resource for productivity and quality of working life information and other action-oriented programs. The AIIE has a membership of 30,000 and is organized into 120 chapters.

The AIIE's productivity and quality of working life effort is planned and directed by its Committee on Productivity. The effort is also assisted by productivity representatives from each of the 120 chapters.

Organization

Contacts: Clarence Darrow, Chairman
3866 Tomahawk Trail, S.E.
Cedar Rapids, Iowa 52403

Jim Wolbrink, AIIE headquarters staff

Objectives

The AIIE has adopted the improvement of productivity and quality of working life as a central program theme for its annual meetings, as well as for seminars, magazine articles, and other activities. Efforts are directed towards developing action programs as well as raising level of awareness.

Publications/A-V Materials

Productivity -- A Series for Industrial Engineering, Marvin E. Mundel, ed. A reprint of 19 articles from Industrial Engineering magazines. AIEE monograph series.

Productivity Improvement Program (PIP). A self-help process and material kit for productivity improvement.

Productivity -- From There to Here. Slide/sound presentation, 40 minutes, 1978.

Three Steps to Improved Productivity. Slide/sound presentation, 40 minutes, 1978.

GEORGIA PRODUCTIVITY CENTER
Engineering Experiment Station
Georgia Institute of Technology
Atlanta, GA 30332

(404) 894-3404

Background

The Georgia Productivity Center was created by the 1975 Georgia General Assembly in recognition of the importance of productivity to a sound, stable economy. Further recognizing the role of technology in productivity improvement and in order to have one organizaton in the State which could relate to national productivity efforts, responsibility was given to the Georgia Institute of Technology Engineering Experiment Station. This action made Georgia's the first State productivity center.

Organization

The staff consists of approximately 90 professionals and 60 support personnel. There are eight industrial extension field offices throughout Georgia.

Staff includes:
R. L. Yobs, Director
J. L. Birchfield, Associate Director
William Ward, Associate Director
David Clifton, Chief, Economic Development Division
Manuel O'Neil, Chief, Chemical and Engineering Sciences Division
J. L. Birchfield, Chief, Energy and Engineering Division
Ben James, Chief, Industrial Extension Division

Funding/Support

Financial support is provided in part by the State of Georgia, but the majority is obtained through research contracts and grants from public and private organizations. Federal funding is provided by agencies such as the National Science Foundation; Departments of Energy, Defense, and Commerce (Economic Development Administration and the Office of Minority Business Enterprise); National Academy of Sciences; and Environmental Protection Agency. State funding is provided by agencies such as the Department of Agriculture, the Forestry Commission, and Office of Energy Resources.

Funding has also been obtained in the area of energy conservation from local Georgia municipalities and planning commissions, hospitals, and school systems. Funding has been received from companies such as the American Can Company, St. Regis Paper Company, and J.C. Penney, as well as the Elberton Granite Association. Of approximately $4 million, $2.7 million is obtained from Federal Government sources, $1 million from the Georgia State government, and $300,000 from private sources and local governments.

Objectives

The goal of the center is to stimulate individual firms and government units to address and solve problems affecting their productivity. Productivity is viewed in terms of energy, materials, and capital and human resources. A broad objective of the center is to determine the economic impact and degree of commonality of problems which face companies and governments and their ability to adopt common solutions. A second and complementary objective is to develop and demonstrate technical solutions to productivity problems and develop related economic data.

Programs/Activities

The center carries out economic analyses of factors affecting productivity in Georgia. It works with industrial and government associations to identify problems affecting productivity improvement. It carries out research primarily in engineering and the sciences, and works to transfer research results by direct assistance, demonstration projects, and short courses and seminars. The center works with and through the various laboratories and schools of Georgia Tech, other units of the university system, universities in other Southern States, and Federal agencies.

Current project include:

- Agricultural waste utilization
- Municipal waste utilization
- Solar energy applications
- Mechanization of industrial processes

- o Local government technical assistance
  - Capital budget planning
  - Streets, roads, drainage, preventive maintenance
- o Impact of government regulations on industry
- o Measuring and comparing Georgia manufacturing productivity with the Southern region and the United States as a whole

The Center is planning a program of encouraging rehabilitative engineering for technical devices for the physically handicapped.

There is an emerging program to help business and government to improve human productivity.

A program is being planned which would encourage the application of micro-processors in small and medium businesses.

Publications/A-V Materials

Industrial Energy Conserver, monthly newsletter.

A quarterly newsletter on productivity and development is being planned for publication during 1978.

HARVARD PROJECT ON TECHNOLOGY, WORK, AND CHARACTER
1710 Connecticut Avenue, N.W.
Washington, DC 20009

(202) 462-3003

Background

The Harvard Project on Technology, Work, and Character was established in 1969 by Dr. Michael Maccoby.

Organization

The project is governed by a board consisting of:
Dr. Michael Maccoby, President
Katherine Terzi, Secretary-Treasurer

Staff includes the following researcher-educators:
Robert Duckles
Margaret Duckles
Barbara Lenkerd
Cynthia Margolies
Richard Margolies
Richard Ramsay

Funding/Support

The project is a nonprofit, tax-exempt organization. It receives funds from a variety of public and private sources in the form of grants and contracts.

Objectives

The project's purpose is to study how work affects human development. Emphasis has been placed on understanding the various values and goals that different people have in relation to work. Individuals are stimulated to consider how their work might be improved and how they might develop their talents and abilities. The projects are keyed to human development (security, equity, democracy, and individuation) as well as economic effectiveness.

Programs/Activities

Since 1972, the project has served as third party researchers in the Bolivar Project of Harman International Industries and

the United Auto Workers. Subsequently, the project played this same role in other union-management projects as well as in those of the Federal Government, such as the U.S. Department of Commerce and ACTION.

In 1978, the John F. Kennedy School of Government at Harvard University established the Program on Technology, Policy, and Human Development with a gift from Sidney Harman. The Project on Technology, Work, and Character thus becomes part of a new program with the following three goals:

- o to help create new Bolivar-type projects
- o to use a fellowship program to train students in this field
- o to study the implications of such projects for public policy

Publications/A-V Materials

The Gamesman, Michael Maccoby, 1976.

The Process of Change at Bolivar, Margaret Molinari Duckles, Robert Duckles, and Michael Maccoby, Journal of Applied Science; September 1977.

Changing Work -- the Bolivar Project, Michael Maccoby, Working Papers, Summer 1975.

There are numerous other published and unpublished materials on the project's activities as well as general and theoretical material on quality of working life and human development.

INSTITUTE FOR PRODUCTIVITY
592 De Hostos Avenue, Baldrich
Hato Ray, Puerto Rico 00918

(809) 764-5145

Background

Because of the importance of human resources to the economic welfare of Puerto Rico, the Institute for Productivity was established to render services in the area of human resource development, improvement of the workplace, productivity, and quality of working life.

Organization

The institute is organized with a staff of professionals experienced in both private and public sector organizations. The full-time staff is regularly augmented by consultants when special expertise is required. Recognizing the crucial role that training plays in the development of human resources, the institute has developed the Center for Professional Training as an integral part of its organization, and a Research Center for Productivity.

The institute was founded by Mrs. Milagros Guzman, industrial psychologist, who still serves as its president.

Staff includes:
Carlos Rivera Hernandez, Attorney-at-law
Inex J. Guzman de Perez, Educator
Alejandro Guzman, Economist

Working agreements are also maintained with other organizations in Puerto Rico and the United States.

Funding/Support

The activities of the institute have been funded by both private and public sector organizations. Although most of the institute's funding has resulted from rendering services to organizations in the United States and Puerto Rico, it has also served other organizations in Latin America.

Objectives

The institute has as its objective the improvement of the productivity -- the effectiveness -- of its private and public sector clients, through the development of human resources.

Programs/Activities

- Small group training, coaching
- Research on the relationship of human resource effectiveness to organizational effectiveness
- Multi-client conferences and workshops
- Participative work methods
- Design of systems and procedures for improved productivity and human resource utilization
- Organization development on site

MANAGEMENT AND BEHAVIORAL SCIENCE CENTER
Wharton School
University of Pennsylvania
Vance Hall, 3788 Spruce Street
Philadelphia, PA 19104

(215) 243-5736

Background

The Management and Behavioral Science Center approaches complex problems in both the public and private sectors from an open systems framework and an action research orientation. Emphasis on client involvement together with a pragmatic orientation to problems have resulted in a very high proportion of implemented and successful innovations.

Organization

Staff includes:
Dr. Eric Trist, Chairman
Charles Dwyer, Director
Thomas Gilmore, Associate Director

Funding/Support

Public and private sector funding totals between $400,000-500,000 per year.

Objectives

The center's research is directed toward advancing the state of the art of planning, organizational behavior, and the design and implementation of complex systems of decision and control in rapidly changing environments. A common theme running through the projects is the quality of working life. Projects are approached from an open systems framework, which considers such factors as: characteristics of the internal system (sociotechnical interface, organizational design, planning, decisionmaking processes, quality of worklife, etc.), inter-organizational relationships, environmental relationships, and adaptive capabilities. Work with key interdependencies among these factors is stressed, expanding the number of points for effective intervention. The client system is involved as an integral part of the project team from the first stage of system diagnosis through the final stages of implementation.

Programs/Activities

National Center for Productivity and Quality of Working Life. This major two-year project is studying public sector cooperative labor-management committees at 10 sites throughout America. Emphasis is on investigating how labor and management can upgrade worklife quality and productivity through a committee format. There is also focus on the roles of committees in general labor-management relations.

Major U.S. Consumer Goods Manufacturer. This involves evaluation of the effectiveness of innovative work teams in various plant settings.

Rushton Coal Mine, Rushton, Pa. This industry-centered project is concerned with establishing autonomous work groups in underground coal mining as joint labor-management undertakings. The purpose is to raise safety levels and share productivity gains, if any.

City of Jamestown, N.Y. This communitywide effort involves a small manufacturing town and its surroundings, with a population of about 60,000. The project responds to changes which make it increasingly more difficult for companies to go it alone. It seeks to develop a quality of work program through collaborating with an areawide labor-management committee which functions at both the community and plant level.

Delivery of Legal Services. This project works with a large local program directed at improving the overall managerial and organizational effectiveness in supporting the delivery of legal services to the poor.

Strategic Management in Corrections. This two-phase management training program for top corrections administrators from around the country functions at the residential, regional, and field levels and at a residential follow-up level to involve home agency colleagues of all the participants. The program deals with a wide range of organizational issues, such as quality of working life, organizational design, planning, and monitoring and evaluation systems.

MANUFACTURING PRODUCTIVITY CENTER
IIT Center
10 West 35th Street
Chicago, IL 60616

(312) 567-4800

Background

The Manufacturing Productivity Center (MPC) was organized in 1977 as an umbrella organizaton for productivity activities underway at IIT Research Institute and Illinois Institute for Technology. Annual activities exceed $4 million and over 170 individuals are involved.

Organization

Staff includes:
Dr. Keith E. McKee, Director
Dr. Maurice A. Howes, Associate Director
Deborah Hooper, Coordinator

Funding/Support

Funding is being obtained from the IIT Research Institute, Government agencies, and industry. In the industrial category, companies such as Motorola, International Harvester, and General Electric are members of the center and pay annual membership fees. Projects are undertaken for industry on a fee basis.

Objectives

MPC is dedicated to helping United States industry increase its productivity. MPC will make information available to industry and will encourage interaction among companies. The center will provide impetus for individual companies to increase their productivity and further help to increase the productivity of vendors and material suppliers serving other industries.

Productivity is the responsibility of individual companies--they succeed or fail based on their own success. The center provides participants with information and motivation to give them an advantage.

Programs/Activities

The large number of center activities involve over 50 companies and 15 government agencies. More than 50 programs are currently underway. A few of general interest include:

MPC Multiclient Program. This allows companies to collaborate on general studies on productivity to promote interchange and encourage technology.

Advance Manufacturing Method (AMM). This multiclient program, with 16 current industrial members, is dedicated to introducing computerized approaches for increased productivity. The program has been going on for 16 years and over 50 companies have been involved.

Research and Engineering for Automation and Productivity in Shipbuilding (REAPS). Six shipyards are members of this program, which was initiated seven years ago by the Maritime Administration.

Manufacturing Application Team (MATeam). The objective of this program is to help increase productivity by finding and applying suitable NASA technology in the manufacturing sector.

Publications/A-V Materials

Manufacturing Productivity Frontiers, a monthly publication of approximately 60 pages, includes feature articles, reviews of publications and meetings, abstracts of pertinent literature, and a listing of upcoming meetings.

MARYLAND CENTER FOR PRODUCTIVITY AND QUALITY OF WORKING LIFE
College of Business and Management
University of Maryland
College Park, MD 20742

(301) 454-5451

Background

The plans for the Maryland center were developed by a task force appointed by the Secretary of the Maryland Department of Economic and Community Development in 1976. The center was founded in July 1977 with support from a grant under Title I of the State Higher Education Act of 1965, administered by the State Board of Higher Education.

Organization

The center operates within the College of Business and Management at the University of Maryland.

Staff includes:
Dr. Rudolph P. Lamone, Director and Dean, College of Business and Management
Dr. Edwin E. Olson, Coordinator
Cynthia E. Burton, Consultant
Sandra Woodruff, Secretary

Also included are faculty members from the College of Business and Management, Department of Information Systems Management, and the Department of Psychology, as well as other departments.

Funding/Support

The center is receiving support from a grant provided under Title I of the State Higher Education Act of 1965. It has received contracts from public and private organizations in Maryland to develop productivity and quality of working life programs. The center anticipates further funding from Federal and State sources to develop additional area labor-management committees in Maryland and to conduct further training and development programs.

Objectives

The Center's objective is to increase the exchange of information on productivity and quality of working life between the university and organizations in the public and private sector. To increase the access of available knowledge regarding quality of working life and productivity issues to public and private organizations, and to generate new policy-oriented and practical knowledge, the center provides:

- Education and Information Dissemination. Given the large variety of issues involved in the concept of productivity and quality of working life, many of which imply contradictory values and goals, an important function is the dissemination of available information relevant to all possible interests and goals. In its educational activities, the center attempts to broaden the view of organizations and help them to recognize the diverse points of view regarding issues related to productivity and quality of working life.

- Training. The center sponsors training programs ranging from experimental workshops to formal, center-based courses. Through a network of persons in State and community colleges and independent consultants, it fosters the development of courses throughout the State and region for supervisors, union members, staff people, professionals, and researchers.

- Research. Research ranges from empirical to purely theoretical analysis and involves approaches from case studies to field experiments. Research programs include the broad range of interests and skills available to the center from the university.

- Consulting. The center engages in activities that are focused on organizational problems. It emphasizes close collaboration with participating organizations in the design and funding of research. Documentation of this research is viewed as an important aid in efforts to develop new and improved methodologies and processes which can be applied to participating organizations.

Programs/Activities

The center provides interested organizations with pertinent reports and literature and with detailed information about the center's resources. Center staff members and appropriate faculty members are prepared to meet with key organizational members to introduce and discuss approaches for improving productivity and the quality of working life as well as explore

the possibilities of establishing a project and estimate implementation costs and potential outcomes.

During the 1978-79 academic year the center is planning to sponsor such training and educational events as:

- Seminars on Productivity and Quality of Working Life. As a follow-up to two successful seminars in 1977 at the University of Maryland Center for Adult Education and at the Crosskeys Inn, Baltimore, the center will hold one or two seminars during Spring 1979. The format will feature presentations of successful productivity and quality of worklife projects in both the private and public sectors with opportunities for audience response. The seminars will disseminate information obtained through the center's interrelationships with other State centers, national agencies, and from contacts with exemplary organizations in Maryland and Washington which have achieved gains in productivity and the quality of working life.

- Short Course on New Ways of Working. This course, which is being developed as a more intensive learning experience for up to 48 participants, will focus on organization concepts and practical methods for analysis of both the technical and social components of work. Two courses will be run simultaneously with several joint sessions. One will be for up to 24 persons from the public sector; the other for up to 24 persons from the private sector. Participants will be drawn from among those who attended seminars last year, persons with whom the center is currently working, and others interested in exploring issues raised by a concern to increase organizational effectiveness.

- Third-Party Symposium. Two center-sponsored meetings will promote the development of a network of persons in organizations, educational institutions, or consulting groups in Maryland, Virginia, D.C., and West Virginia, who perform third-party roles in training or facilitating productivity or quality of worklife activities. The meeting will be an invitational planning session, involving third-party persons known to be working in this area. This group will plan an open symposium for Spring 1979 to share experiences and identify opportunities and constraints for continued development of productivity and quality of worklife efforts in the area. If warranted, a network of these persons will be developed.

- Other Educational Activities. The center will consider sponsoring other educational or training events as interest in particular topics develops and resources become available.

Publications/A-V Materials

Perspective on the Maryland Center for Productivity and Quality of Working Life, 1978.

MASSACHUSETTS QUALITY OF WORKING LIFE CENTER
14 Beacon Street, Suite 712
Boston, MA 02108

(617) 227-6266

Background

In early 1974 several people in Massachusetts from various sectors, including staff and members of the Legislature's Commerce and Labor Committee and advisors to the Governor and other political leaders, began to share information about new developments around the country in labor-management relations and programs to improve quality of working life. Six of those involved visited the Ohio Quality of Work Life Conference that Fall and were convinced that the Commonwealth should take action in this field. At a meeting in Amherst on June 1-3, 1975, the participants, who represented business, labor, and government in Massachusetts, unanimously recommended the establishment of an institution which should be independent of but supported by the State government. The Governor, legislative leaders, and other State officials supported the recommendation and on September 15, 1975, the Massachusetts Quality of Working Life Center was incorporated as an independent nonprofit corporation.

Organization

The center's Board of Directors is drawn from organized labor, the business community, and the public sector, with equal representation from labor and business. Chairpersons of the Board are:

Labor Co-Chairman: Frank Every, President, Directing Business Representative, Lodge 38, International Association of Machinists

Management Co-Chairman: John E. Wolfe, Vice President and General Manager, Engineered Products Division, Sealol, Inc., a Division of EG&G

Staff includes:
Dr. Michael J. Brower, Executive Director
Will Phillips, Associate Director
Elaine Barber, Administrative Assistant
Susannah Nickerson, Assistant Project Coordinator

Funding/Support

The center has at various times received support from the Commonwealth of Massachusetts, the U.S. Department of Labor, the U.S. Department of Commerce Economic Development Administration, the National Center for Productivity and Quality of Working Life, the Intergovernmental Personnel Act of the U.S. Civil Service Commission, and donations, including contributions from local governments, businesses, and unions using the center's assistance.

Objectives

- Improve the quality of working life in Massachusetts.
- Assist both private and public organizations to become more effective in providing lower-cost and higher-quality goods and services through improved labor-management relations and worker-manager involvement in quality of working life programs.
- By these means to assist businesses to remain and expand in Massachusetts, and new business to be attracted to the Commonwealth, leading to more and better jobs, higher incomes, increased tax revenues, and reduced burdens on unemployment and welfare funds.

Programs/Activities

- Demonstration projects in individual companies and public sector organizations.
- Assisting industrial cities to start and conduct areawide labor-management-government committees and programs.
- Workshops, seminars, and other educational programs.
- Research and evaluation.
- Training of professional third-party coordinators.

Publications/A-V Materials

Massachusetts Quality of Working Life Center Newsletter, monthly, when funding is available.

MDC, Inc.
137 East Rosemary Street
Post Office Box 1057
Chapel Hill, NC 27514

(919) 942-5796; 942-5797

Background

MDC, Inc., formerly called North Carolina Manpower Development Corporation, is a private, nonprofit corporation which has engaged in manpower research and demonstrations since 1968, principally in the Southeast. The corporation's employment and training work has varied over the years, most recently concentrating on analytical work for the U.S. Department of Labor and organizational effectiveness training with the Employment Service. For the past two years MDC has been involved with North Carolina employers in a series of meetings dealing with worker alienation and the quality of worklife. Seminars conducted by MDC have stimulated interest among employers in linking improvement in the quality of worklife with higher productivity. MDC works in cooperation with the Productivity Research and Extension Program (PREP) of North Carolina State University.

Organization

Staff includes:
Dr. E. Walton Jones, Chairman
George B. Autry, President
Jim Godwin)
Ralph Mitchell) Principals in quality of work
R. C. Smith)

Funding/Support

Funding for the planning project is being shared between industry in North Carolina and the Economic Development Administration of the U.S. Department of Commerce.

Objectives

The MDC productivity/quality of worklife project intends to test three hypotheses:

- First, that productivity and the quality of working life can be improved in a largely rural area where labor-

intensive industry predominates and where labor union organization is low.

- Second, that means to make it possible for managers to share the learnings will emerge from the demonstration as well as from other activities.

- Third, that success in the first two areas will contribute toward establishing a State or regional productivity center.

Programs/Activities

The following three industries are participating in the demonstrations, which are conducted by outside consultants:

The West Company, Kinston, North Carolina; consultant: Dr. Charles Dwyer, Wharton School, University of Pennsylvania, Philadelphia.

Burroughs/Wellcome Co., Greenville, North Carolina; consultant: Nathaniel Hill and Associates, Inc., Raleigh.

Guilford Mills, Greensboro, North Carolina; project director: Dr. William Smith, North Carolina State University, Raleigh.

OKLAHOMA PRODUCTIVITY INSTITUTE
School of Industrial Engineering and Management
Oklahoma State University
Stillwater, OK 74074

(405) 624-6055

Background

The institute is not yet operational. For five years the university has operated the Center for Local Government Technology, which is concerned with productivity in the delivery of public services. The plan is to organize a similar service for the private sector.

Contact: Dr. Joe H. Mize, Coordinator

PENNTAP
Pennsylvania Technical Assistance Program
J. Orvis Keller Building
Pennsylvania State University
University Park, PA 16802

(814) 865-0427

Background

PENNTAP was founded in 1965 at the height of the Nation's space effort. The State of Pennsylvania's Department of Commerce received numerous requests from Pennsylvania industry for help in applying new technologies to commercial processes in order to make State businesses more competitive. The Governor's Advisory Council suggested the formation of a mechanism for supplying that service.

Organization

The Governor's Advisory Council maintains an interest in the center, but its operation is the joint responsibility of the university and the Pennsylvania Department of Commerce.

Staff includes:
Dr. H. LeRoy Marlow, Executive Director
William Arble
Edwin Biederman
Frank Brown
Paul Houck
Robert McCormick
Rowan Miller
Bruce Mixer
Anthony Venett

In addition, members of the university faculty and others are called upon for technical assistance.

Funding/Support

The center is funded jointly by the university and the Pennsylvania Department of Commerce. Other funding has been received from the National Science Foundation and the Energy Extension Service of the U.S. Department of Energy.

Services are available to all Pennsylvania industry and public sector organizations at no charge.

Objectives

The center was organized as a Statewide network to serve Pennsylvania industry and the private sector in the tranfer and application of new technology for greater productivity.

Programs/Activities

There is no formal agenda. Each request for information is answered individually.

Publications/A-V Materials

A number of publications is available, including the Center's Annual Report and case studies and other reports.

A 16mm color sound film, "Clean Streams," is available at no charge. Running time: 30 minutes. A book prepared as a help to management in complying with the State's anti-pollution regulations is available to accompany the film presentation. Price: $4.50.

The center also offers a 10-minute sound/slide presentation explaining its activities and how the public may make use of its services.

PRODUCTIVITY CENTER
Graduate School of Business
Northwestern University
Evanston, IL 60201

(312) 492-3465

Background

The formation of a productivity center at Northwestern University is under consideration. Contact:

Frank H. Cassell, Acting Chairman, Professor
Department of Policy and Environment
Northwestern University, Graduate School of Management

THE PRODUCTIVITY COUNCIL OF THE SOUTHWEST
STF 124
5151 State University Drive
Los Angeles, CA 90032

(213) 224-2975

Background

The Productivity Council of the Southwest was formed jointly by Region XII of the American Institute of Industrial Engineers and California State University, Los Angeles, in December 1977.

Organization

The Productivity Council of the Southwest is a joint operation between the School of Business and Economics at California State University at Los Angeles (CSULA) and Region XII of the American Institute of Industrial Engineers (AIIE) to help meet community needs for productivity improvement and to support the objectives of the National Center for Productivity and Quality of Working Life. Operations of the council are confined to the southwest area of the continental United States as defined by the boundaries of Region XII of the AIIE.

The council is governed by a Board of Directors. Members are:
Leslie Cromwell, P.E., Ph.D., Dean, School of Engineering, CSULA
William Waddell, DBA, School of Management, CSULA
Clifford Craft, P.E., Director, Bureau of Business and Economic Research, CSULA
Charles D. Hoyt, Jr., P.E., Ph.D., Professor Emeritus of Engineering, Arizona State University
Stanley Wolfberg, P.E., Administrative Officer, Division of Applied Sciences California Institute of Technology
Ron McClendon, Productivity Supervisor, City of San Diego

Three Board members are appointed by the President of CSULA, and three are appointed by the AIIE Region XII Vice President.

Staff includes:
John R. Frost, P.E., Executive Director
John A. Hermann, P.E., Associate Executive Director
Max Lester, P.E., Council Secretary
Clifford Craft, P.E., Interim Financial Development Director
Robert Verderber, Continuing Education Director
Ronald McClenden, Interim Public Relations Director
Dr. Charles D. Hoyt, Interim Research Director
Stanley T. Wolfberg, Interim Consulting Director
Valerie Long, Secretary

Funding/Support

Initial funding of $1,000 has been provided in equal parts by CSULA and AIIE. Additional funding may be obtained by soliciting contributions from individuals and organizations, and by applying for grants and contracts from governmental and other organizations. All funds so obtained shall be used in support of the objectives of the council.

The council shall be a self-supporting activity. All support assistance and other costs shall be paid from the funds and income generated by council programs and other activities.

Objectives

The objective is for the council to become a recognized advocate in the Southwest region for improving productivity and heightening the awareness of its importance.

Programs/Activities

The council plans to enlist the aid of business executives and representatives of organized labor as well as the services of professionals in such fields as accounting, economics, systems analysis, and engineering. It shall draw upon the special knowledge and unique skills available at CSULA and the Southwest region of the AIEE to:

- Promote productivity improvement in business and not-for-profit organizations, including government, through direct contact with decisionmakers and community leaders, and through use of the media.
- Conduct productivity improvement studies, audits, and other evaluations that result in counseling and recommendations for the organizations served.
- Provide continuing education in the field of productivity improvement through sponsorship of courses of instruction, conferences, seminars, and a speakers bureau.
- Maintain an information center for published and unpublished materials on productivity improvement to extend the knowledge in this field.
- Provide impetus for research and development in the field of productivity improvement by identifying needs and sponsoring grant applications.

- Provide opportunity for interchange of knowledge among management, labor, university faculty, and professionals practicing productivity improvement.

- Publish a periodical and other materials in the field of productivity improvement to augment the above objectives.

Publications/A-V Materials

Productivity Council of the Southwest, 1978. (Brochure)

PRODUCTIVITY INSTITUTE
College of Business Administration
Arizona State University
Tempe, AZ 85281

(602) 965-7626, 965-3331

Background

The Productivity Institute was founded in March 1975.

Organization

The Productivity Institute is a nonprofit organization administered through the College of Business at Arizona State University. Because the institute works with the university faculty, it enjoys research capability along with the resources of the school library. Its work with the Center for Executive Development results in the availability of facilities for meetings and other services.

Staff includes:
Dr. Thomas P. Fullmer, Director
Mandey Fredberg, Secretary

Funding/Support

The initial grant sponsoring the Productivity Insitute was given by David C. Lincoln, a board member of Lincoln Electric Company, Cleveland, Ohio, and former president, Bagdad Copper Corporation, Phoenix, Arizona. Membership in the institute costs $1,000 per year for national companies and $250 for local companies. The institute has approximately 30 supporting members.

Objectives

The objective of the Productivity Institute is to help promote interest in and stimulate action to improve productivity and provide knowledge, advice, and service to industry and labor.

Programs/Activities

Through study teams, the institute assists companies to evaluate their own productivity efforts. The institute is developing a reference library which is being cross-indexed for

ready reference to serve as a clearinghouse. A continued research program is planned.

Publications/A-V Materials

A periodic newsletter, The Harvest, is distributed with information on the subject of people productivity, plus comments on timely subjects, recent papers, books, and case studies. Research and publications to date by members of the faculty include:

Bibliography-Productivity in the Construction Industry, Jack Ward, Arizona State University, 1977.

Bibliography on Worker Productivity, James C. Hershauer and William A. Ruch, Arizona State University, 1974.

Factors Affecting Worker Productivity, William A. Ruch and James C. Hershauer, Arizona State University, 1974.

Impact of Communications on Productivity, William A. Ruch, Arizona State University, 1975-76.

Measuring the Quality Dimension of Service Productivity, Everett Adam, Jr., University of Missouri-Columbia, James C. Hershauer and William A. Ruch, Arizona State University, 1978.

Measurement of Productivity and Productivity Factors, James C. Hershauer, Arizona State University, 1976.

Resource Information Guide, Productivity Institute, February 1978.

Zero-Base Budgeting - Bibliography, Productivity Institute, Arizona State University, 1977.

PRODUCTIVITY RESEARCH AND EXTENSION PROGRAM
North Carolina State University
P.O. Box 5511
Raleigh, NC 27607

(919) 733-2370

Background

The Productivity Research and Extension Program (PREP) was established in 1975. It is nonprofit and seeks to promote economic growth and stability through productivity improvements for citizens of the region as well as public and private organizations. It is based at North Carolina State University and provides coordination and communication on productivity-related activities among various units of the University of North Carolina, government agencies, and private organizations. Functions include:

- o Research, including need surveys and opportunity studies
- o Development, including impact studies, demonstration projects, and shared services
- o Technical Service, including multidisciplinary engineering or scientific assistance, information exchange, and technology transfer

Organization

PREP is governed by a Steering Committee consisting of:
Dr. William A. Smith, Jr., Director
J. R. Hart, Director, Industrial Extension Service, North Carolina State University
A. H. Calloway, Division of Business Assistance, North Carolina Department of Commerce
J. G. Hart, Principal, Nathaniel Hill Associates
Jim Godwin, MDC, Inc.
A. M. Cruze, Director, Center for Study of Social Behavior, Research Triangle Institute
J. G. Vann, Technology Utilization Manager, North Carolina Science and Technology Center, Department of Natural Resources and Community Development

Staff includes:
Dr. William Smith, Director
S. G. Isley, Project Coordinator
C. L. Smith, Jr., Project Coordinator

Success of PREP programs depends upon contributory efforts of such cooperating institutions as the North Carolina Department of Commerce, North Carolina Department of Natural Resources and Community Development, North Carolina Government Productivity Commission, MDC Inc., Research Triangle Institute, and North Carolina Council of Technical and Managerial Services.

Engineering, business, and public service related functions in the Greater University System also cooperate on projects. Involvement has been particularly noteworthy with the Industrial Extension Service, the Furniture R&D Applications Institute, and the Center for Urban Affairs at North Carolina State University.

PREP also draws on the expertise of staff from the Industrial Extension Service, as well as faculty from various university departments.

Funding/Support

Funding is primarily on a project-by-project basis with limited general funding from university sources. Current activities include support from the Small Business Administration, Economic Development Administration, U.S. Department of Defense, and several individual firms.

Objectives

Objectives of PREP include:

- Increase public awareness of productivity value
- Promote better use of area resources, including capital, energy, materials, and people
- Improve the standard of living
- Promote understanding of productivity improvement processes
- Focus research and educational capabilities toward regional opportunities
- Promote regional goals and attributes
- Encourage research and development of technical services

Programs/Activities

PREP is a catalyst or cooperating member in the following recent activities:

- Cosponsoring annual Statewide conferences on productivity, 1975-78 (with the U.S. Department of Commerce and local chapter of American Institute of Industrial Engineers
- Directing a demonstration project on human resource development in a textile firm (with RTI)
- Participating in a study of interjurisdictional comparisons of productivity among small local governments (with RTI)
- Developing an Association for Improvement of Business and Industry in North Carolina to enhance coordination and communication among private and public sources of technical assistance
- Initiating studies of computer-based system and material flow support in the aircraft industry (consortium of universities and industries with RTI)
- Proposing a cooperative effort for local government productivity improvement demonstration and training (with North Carolina Government Productivity Commission, Department of Natural Resource and Community Development; North Carolina State University Department of Industrial Engineering, Political Science, Center for Urban Affairs)
- Conducting faculty-student projects to improve performance in small business and industry

Publications/A-V Materials

PREP News, quarterly newsletter.

North Carolina Productivity Program, May 1976, technical report.

PURDUE PRODUCTIVITY CENTER
School of Industrial Engineering
Purdue University
Grisson Hall
West Lafayette, IN 49707

(317) 494-1455

Background

The formation of a productivity center at Purdue University is under consideration. Contact:

Dr. Wilbur L. Meier
Head, School of Industrial Engineering

QUALITY OF WORKING LIFE PROGRAM
Center for Human Resource Research
The Ohio State University
1375 Perry Street, Suite 585
Columbus, OH 43201

(614) 422-3390

Background

The Ohio State University Quality of Working Life Program was established in 1976 as a function of the Center for Human Resource Research. The center is the research arm of the academic Faculty of Labor and Human Resources. Since the center's formation in 1965, it has been involved with research on a wide range of problems associated with the development, conservation, and utilization of human resources.

In addition to the Quality of Working Life Program, the center is responsible for data analysis of the National Longitudinal Surveys of Labor Force Behavior. These surveys contain informaton from repeated interviews over a 15-year period of cohorts of 20,000 older men, middle-age women, and young men, and young women. An additional cohort of 12,000 young men and women was added in 1978 for study on a annual basis over the next five years.

Organization

There are approximately 20 senior staff members, with expertise in economics, education, health sciences, industrial relations, management science, psychology, public administration, and sociology. Support is provided by approximately 50 graduate research associates, full-time research assistants, computer programmers, and other personnel.

Staff includes:
Dr. Michael Borus, Director, Center for Human Resource Research
Dr. Don Ronchi, Director, Quality of Working Life Program

Funding/Support

The program receives its primary support from a grant made by the Center for the Study of Metropolitan Problems, National Institute of Mental Health. In addition, the program has received grants from the George Gund Foundation, the cities of Columbus and Springfield, Ohio, and AFSCME Locals 1608 and 1632.

Objectives

The center encourages the development of programs for improving productivity and the quality of working life in both the public and private sectors.

Programs/Activities

The program is responsible for the administration of two large public sector projects, in the municipal governments of Springfield and Columbus, Ohio. The Springfield project is based on a written agreement between city administration and AFSCME Local 1608 and encompasses approximately 400 blue- and white-collar employees. The Columbus project operates on the basis of a written agreement between the city and AFSCME Local 1632 and currently involves more than 1,000 municipal workers. Both projects have the primary goal of broadening participation in the operation of local government. This goal is approached through a system of labor-management committees. Increased productivity and job satisfaction are considered specific objectives which stem from the primary goal of increased participation.

In addition to the two public sector projects, the program has also organized a network of organizations in central Ohio to share experience and exchange resources helpful in moving toward more democratically organized institutions. An important feature of this network is the linkage it provides between public- and private-sector organizations.

Publications

The program has produced a number of papers and monographs related to the area of labor-management cooperation. These are available on request.

QUALITY OF WORKING LIFE PROGRAM
Institute of Labor and Industrial Relations
University of Illinois at Urbana-Champaign
540 East Armory Avenue
Champaign, IL 61820

(217) 333-0981

Background

This ongoing program was formed in the Institute of Labor and Industrial Relations (ILIR) in April 1978, and provides a framework for classes, workshops, research, and other quality of working life activities. Many of the activities were in support of the efforts of the National Center for Productivity and Quality of Working Life.

Organization

The program is organized, managed, and staffed by the Institute of Labor and Industrial Relations (ILIR) of the University of Illinois. However, staff members from other departments of the university occasionally participate.

Staff includes:
Dr. Melvin Rothbaum, Institute Director
Richard A. Mannweiler, Coordinator of Management Education
Ronald Peters, Coordinator of Labor Education
Milton Derber, Professor, ILIR
Vernon G. Talbott, Assistant Professor, ILIR
Margaret Chaplan, Institute Librarian
Alice Vernon, Editor

Funding/Support

A large percentage of the program's activity is funded by grants from the the National Center for Productivity and Quality of Working Life and those made under the Civil Service Commission/Intergovernmental Personnel Act. However, the graduate and continuing education classes for labor and management are funded as part of the institute's ongoing mission.

Objectives

The objective of the program is to improve the quality of working life through labor and management cooperation in Illinois

and throughout the Nation through teaching, research, workshops, conferences, and informational services.

Programs/Activities

- FOR -- "Forwarding Our Relationship" Program -- a workshop to help managers, union leaders, and others jointly identify mutual problems and develop mutually beneficial solutions.
- Quality of Working Life Resources Center in ILIR Library, available on a Statewide basis.
- Graduate classes in quality of working life, industrial democracy, and labor-management cooperation.
- Research on Quality of Working Life questions and related topics.
- Graduate student tutorials and theses.
- Identification and networking of Illinois labor-management committees in private and public sectors.

Publications/A-V Materials

Collective Bargaining; The American Approach to Industrial Democracy, Milton Derber, 1976.

Changing Union Management Relations at the Plant Level in Australian Metal Working, Milton Derber, 1977.

QUALITY OF WORK LIFE CENTER FOR CENTRAL PENNSYLVANIA
Pennsylvania State University
Capitol Campus
Middletown, PA 17057

(717) 787-7746

Background

The center, which was formed in August 1978, intends to assist management and unions in private and public organizations to develop ways of improving both the quality of employees' working lives and organizational effectiveness.

Contact: Dr. Rupert F. Chisholm, Jr.
Dr. Melvin Blumberg

Organization

The center will continue to be directed by two acting coordinators until a permanent director is assigned. A Board of Advisers, which is being formed, will be composed of the following:

6 representatives of labor and labor unions
6 representatives of management
3 representatives of State government consisting of the Secretaries of the Departments of Economic and Community Development, Human Resources, and Labor, or their designated representatives
6 representatives of educational institutions and organizations
5 representatives of State professional associations, including one representative from each of the following: Society of Manufacturing Engineers, American Institute of Industrial Engineers, and American Society of Personnel Administration

The Provost of the Penn State University, Capitol Campus, will serve as an ex officio member.

Objectives

- Education. Heighten the awareness of individuals in leadership positions about quality of working life/ productivity improvement issues and inform them of various techniques for reaching these joint objectives

- Training. Provide the training required to implement projects carried out within organizations

- o Research. Conduct research on projects which the center assists

- o Consulting. Make available third-party assistance in initiating and supporting projects in organizations

- o Information Dissemination. Serve as a focal point for gathering and disseminating information on other quality of working life/productivity projects

Publications/A-V Materials

Job Switching Behavior in a Group of Autonomous Coal Miners, Melvin Blumberg, Master of Administration Program Working Paper Series, WP 77-6.

"The Web of Work for Technical and Managerial Employees," Rupert F. Chisholm, Jr., Journal of Vocational Behavior, vol. 13, pp. 101-112, 1978.

"Motives for Unionization Among State Social Service Employees," Kenneth S. Warner, Rupert F. Chisholm, and Robert F. Munzenrider, Public Personnel Management, May-June 1978.

QUALITY OF WORK LIFE PROGRAM
c/o Wayne State University
Office of Urban Affairs
1072 Mackenzie Hall
Detroit, MI 48106

(313) 577-2409

Background

A special committee has been formed to establish a Quality of Work Life Program. The committee is comprised of 50 key leaders from management, labor, government, and academia. Contact:

Frank A. Seaver
Office of Urban Affairs

SOUTH FLORIDA PRODUCTIVITY CENTER
New World Center Campus
300 N.E. Second Avenue, Room 1402
Miami, FL 33101

(305) 577-6800

Background

The center was formed in March 1978 to improve the effectiveness of the greater Miami area and in turn contribute to the South Florida area's economic development. The idea for developing a center originated in the Miami chapter of the American Institute of Industrial Engineers.

Organization

The center is governed by a Planning Committee consisting of:
James Salapatas (Chairman), Florida Power and Light Company
Paul Bury, Florida Realty Corporation
E. J. Chadwick, South Florida Manufacturers Association
Darryl Gosnell, State of Florida Department of Commerce
Dennis Hecker, South Florida Productivity Center
Harry Hoffman, Miami Dade Community College
Carl Kromp, University of Miami
R. G. Lepeska, South Florida Coordinating Council
Scott Llewellyn, Miami Chamber of Commerce
Richard Peregoy, Biscayne College

Staff includes:
Dennis Hecker, Acting Director
Maria Martinez, Administrative and Clerical

Funding/Support

Funding is being obtained from the Maimi chapter of the American Institute of Industrial Engineers and the Miami Dade Community College.

Objectives

The center is seeking the cooperation of government, labor, business, and the academic community to act as an umbrella for productivity improvement beginning with the greater Miami area and eventually extending to South Florida. It will:

- Provide programs and publications on productivity and how it can be improved.
- Provide education and training to local organizations on matters relating to productivity.
- Propose and conduct productivity projects in various areas.
- Initiate and conduct research and development involving new ways to measure and promote productivity improvement.

Programs/Activities

The Planning Committee is working on the organization and funding of the center as well as the promotion of a public awareness program.

UTAH STATE UNIVERSITY CENTER FOR PRODUCTIVITY AND
QUALITY OF WORKING LIFE
UMC 35
Utah State University
Logan, UT 84321

(801) 752-4100, Ext. 7203

Background

The Utah State University Center for Productivity and Quality of Working Life was created in November 1976 to encourage and support business, industrial, and union efforts to improve both organizational performance and the quality of working life for workers. Center activities include conferences, workshops, seminars, and individual projects throughout the Rocky Mountain region.

Organization

Staff includes:
Dr. Gary B. Hansen, Director
Marion T. Bentley, Associate Director
Robert Hoskisson, Research Associate
John R. Cragun, Professor
Robert C. Mecham, Associate Professor
Kathy Daines, Secretary

Funding/Support

Sources of funding include the Federal Government, State and local government, private industry, and foundations. Specific sources include: National Center for Productivity and Quality of Working Life, Economic Development Administration, Kellogg Foundation, U.S. Department of Labor, State of Utah, and Utah State University.

Objectives

The center has four primary objectives which support and further the overriding goals of economic performance and quality of working life at all organizational levels. These are:

- Develop an awareness and understanding of innovative approaches and techniques which will enhance the quality of working life among regional employers and unions--both public and private.

- o Create a clearinghouse of information, case studies, specific techniques, training curricula, resource packages, and other audiovisual printed aids for organizations interested in pursuing quality of working life programs.

- o Provide professional technical assistance to firms requiring third-party intervention to plan, develop, implement, and evaluate quality of working life activities.

- o Monitor and report regional activities and create a network of active organizations pursuing quality of working life objectives.

Programs/Activities

The implementation of the center's objectives is achieved through the following activities:

- o Academic Programs/Short Courses:

  - Masters Degree Program in Human Resource Development with a focus on learning the concepts and techniques needed for designing and implementing new work systems and quality of working life programs in organizations.

  - Short courses and curricula for unions and management to acquaint them with productivity and quality of working life concepts:

    1. Introduction to Productivity and Quality of Working Life
    2. Cooperative Labor-Management Committees
    3. Sharing the Gains of Productivity
    4. Redesigning and Structuring the Organization
    5. Assessing the Need and Selecting a Technique
    6. Training People for Quality of Working Life Activities
    7. How to Start a Quality of Working Life Project

- o Organization and administration of regional conferences, workshops, seminars, symposia, and related public appearances to stimulate awareness, interest, and understanding among target firms and organizations. Most recently, area-wide conferences have been designed and organized for the Western coal mining industry in Wyoming, Colorado, Montana, Utah, New Mexico, North Dakota, South Dakota, and Washington.

- o Research and development to provide basic information, techniques, and methods to plan, design, implement, and

evaluate alternative strategies to improve the effectiveness of organizations and workers.

- Technical assistance through research and consultation with the managements and unions of public and private organizations. Currently, joint labor-management cooperation and productivity gain-sharing projects are at the design or implementation stage. These involve coal operators and unions within the Western coal mining region, a meat processing plant, an apparel manufacturing firm, and a community in Idaho. Productivity improvement projects are also being planned for a commercial bank and a city government agency.

- Development of audiovisual materials, curricula, and resource packages to support the training of managers, union officials, students at all levels, and other interested parties.

Publications/A-V Materials

Manpower Advisory Services in the Workplace: A Missing Link in National Manpower Policy, Gary Hansen and Marion Bentley, 1976.

Human Resource Training and Development Services: A Model Delivery System for Developed and Developing Countries, Gary Hansen and Marion Bentley, 1977.

Quality of Working Life and Organization Development, Marion Bentley and Robert Hoskisson, 1978.

Models of National Industrial Training Systems: A Comparative Analysis, Gary Hansen and Marion Bentley, 1978.

Training and the Quality of Working Life: Preparing Organizations for Change, Marion Bentley and Gary Hansen, 1978.

Displaced Workers in a Rural Setting: A Case Study of a Plant Shutdown, Gary Hansen, Marion Bentley, and Thomas Fritts, 1978.

The Scanlon Plan -- 10 minute slide-tape case study of Midland Ross.

Like a New Birth: Plant Modernization Through Collective Cooperation --28 minute videotape case study of labor-management cooperation at Carborundum in Jamestown, New York.

Bill Moyers' Journal: Why Work? -- 30 minute videotape of current quality of working life innovations in the United States and Europe.

Bolivar -- 60 minute videotape production of work improvement activities at Harman International in Bolivar, Tennessee.

WORK IN AMERICA INSTITUTE, INC.
700 White Plains Road
Scarsdale, NY 10583

(914) 472-9600; (212) 832-5144

Background

The institute is a nonprofit organization founded in 1975 to advance productivity and the quality of working life. The institute has a broad base of active participation and support from all sectors of the work community, including government, labor, management, academia, and nonprofit organizations, both in the United States and abroad.

The institute's agenda places particular emphasis on:

Quality of Working Life. Exploring opportunity, recognition, participation, and rewards for employees to optimize their involvement in and contribution to the work organization.

Productivity. Focusing on the human factors in the productivity equation, to increase both individual and organizational output through more effective use of human resources.

Education and the World of Work. Building bridges from education to the world of work, to improve the match between the entry-level worker and the job.

Employee-Management Cooperation. Recognizing that employees contribute important know-how and ingenuity to increase output, reduce waste, maintain product quality, and improve morale.

National Manpower Policies. Examining policies of the United States and other industrialized nations as they affect productivity and the quality of working life.

Organization

The institute's Board of Directors includes:
Chairman: Clark Kerr, Carnegie Council on Policy Studies in Higher Education
President: Jerome M. Rosow
Irving Bluestone, Vice President/Director, General Motors Department, United Auto Workers of America
Ronald H. Brown, Vice President, National Urban League
H. Weston Clarke, Jr., Vice President--Human Resources, American Telephone and Telegraph Company
Emilio G. Collado, President, Addela Investment Company, S.A.

Thomas Donahue, Executive Assistant to the President, AFL-CIO
Fredrick R. Livingston, Esq., Senior Partner, Kaye, Scholer, Fierman, Hayes, and Handler
Gertrude G. Michelson, Senior Vice President, Macy's, New York
William W. Winpisinger, President, International Association of Machinists & Aerospace Workers
Daniel Yankelovich, President, Yankelovich, Skelly, and White

Staff includes:
Jerome M. Rosow, President
Rhoda Pauley, Vice President--Clearinghouse and Communications
Matthew Radom, Vice President--Education and Training
Robert Zager, Vice President--Technical Assistance and Policy Studies

Funding/Support

WAI draws support from labor, management, government, and foundations, including:

Corporations: American Can Company, American Telephone and Telegraph Company, Atlantic Richfield Company, the Equitable Life Assurance Society of the United States, Exxon Corporation, General Electric Company, General Motors Corporation, Koppers Company, Inc., Shell Oil Company, Westinghouse Electric Corporation, and Xerox Corporation.

Foundations: The Ford Foundation, The German Marshall Fund of the United States, The William and Flora Hewlett Foundation, John D. Rockefeller III, Rockefeller Brothers Fund, and The Rockefeller Foundation.

Government: National Center for Productivity and Quality of Working Life, U.S. Department of Commerce, and U.S. Department of Labor.

Unions: American Federation of Labor and Congress of Industrial Organizations, International Association of Machinists and Aerospace Workers, and United Automobile Workers of America.

Objectives

- To provide information, education, and guidance on productivity and quality of working life issues
- To create heightened awareness of the opportunities for an enriched worklife and productivity improvements which can exist in innovative organizations

- To encourage the application of solutions to workplace problems from one organization or sector of the work community to others

- To provide a nonadversary setting for representatives of business, labor, and government to explore common work-related goals

Programs/Activities

The institute is organized into three divisions:

Communications and Clearinghouse: Collects, develops, and disseminates information about issues affecting productivity and quality of working life; publishes a monthly newsletter, the World of Work Report, covering new developments, trends, and experiments in the United States and abroad; produces special publications on topical issues; offers a technical information service providing answers to inquiries; conducts bibliographic research and publishes guides to source materials; maintains a specialized reference collection on work-connected issues; prepares books on current and future issues contracted for with outside publishers.

Education and Training: Provides education and special training for union leaders, managers, government officials, legislators, and educators through conferences, seminars, and special briefings for interested organizations.

Technical Assistance and Policy Studies: Provides guidance to interested organizations in applying tested techniques for improving productivity and quality of working life, makes referrals of qualified practitioners to assist organizations in change programs; assists in the design and implementation of model programs for interested clients; prepares policy studies on national labor force issues to provide guidance for the development and implementation of responsive policies and programs.

Publications/A-V Materials

Reports:

Alternative Work Patterns: Changing Approaches to Work Scheduling (June 1976).

Breakthroughs in Union-Management Cooperation (May 1977).

Productivity: The Link to Eonomic and Social Progress, A Swedish-American Exchange of Views (April 1976).

Training and Jobs Programs in Action: Case Studies in Private-Sector Initiatives for the Hard-to-Employ, prepared in cooperation with the Committee for Economic Development (May 1978).

Work in America Institute Studies in Productivity:

Highlights of the Literature (May 1978)

1. Mid-Career Perspectives: The Middle-Aged and Older Population
2. Productivity and the Quality of Working Life
3. Trends in Product Quality and Worker Attitude
4. Managerial Productivity
5. Worker Alienation
6. Human Resource Accounting

Books:

A Guide to Worker Productivity Experiments in the United States 1971-75, Raymond A. Katzell, Penney Bienstock, and Paul H. Faerstein, New York University Press, 1977.

Forthcoming:

Van Nostrand Reinhold/Work In America Institute Series: Practical Management for Productivity, John R. Hinrichs, Van Nostrand Reinhold, New York; in press.

Work In America: The Decade Ahead, Clark Kerr and Jerome M. Rosow, eds., Van Nostrand Reinhold, New York; in press.

Periodicals:

World of Work Report: Volumes I-III; annual index (beginning April 1976).

APPENDIX A:

LIST OF FOREIGN PRODUCTIVITY AND QUALITY OF WORKING LIFE CENTERS

Mr. Harumi Takeuchi
Secretary-General
Asian Productivity
Organization
Aoyama Dai-Ichi Mansions
Minato-Ku, Tokyo, 107
Japan

Mr. Vernon White
Department of Productivity
Anzac Park, West Building
Constitution Avenue
Parkes A.C.T.
2600 Australia

Mr. K. Fitzgerald
Executive Director
Productivity Promotion
Council
National Committee
GPO Box 475D
Melbourne, Victoria 3001
Australia

Dr. Reischitz
Managing Editor
Osterreichisches Zentrum fur
Wirtschaftlichkeit und
Produkitivitat
Hohenstaufengasse 3
1014 Vienna, Austria

Mr. M. Pierre
Cabinet de l'Emploi
Ministere du Travail
Rue Belliard, 53
1041 Bruxelles, Belgium

Mr. F.Verlinden
Delegue General
Office Belge pour
l'Accroissement
de la Productivite
Rue de la Concorde, 60
1050 Bruxelles, Belgium

Mr. R. Yanakiev
Director
Natsionalen Tsentre Po
Obshohestvenata
Proizvoiditelnost na Trude
Building GDimitrov,52
Sofia, Bulgaria

Mr. Imre Bernolak
Director
Department of Industry, Trade
and Commerce
Productivity Branch
Ottawa KIA OH 5, Canada

Mr. P. Assam
Director
Danish Productivity Council
on Industry, Handicrafts,
and Commerce
Danmarks Erhvervsfond
Codanhus - Gl. Kongevej 60
1850 Copenhagen V
Denmark

Mr. K. Tolderlund
Dansk Arbejdsgiverforening
Vester Voldgade 113
1503 Copenhagen V
Denmark

Mr. B. Bordrup
LO
Rosenrns ALLE 14
1970 Copenhagen V
Denmark

Mr. Sidney Treadgold
Assistant Secretary
Industrial and Commercial
Policy Division
Department of Industry
1 Victoria Street, Room 616
London SW1, England

Mr. George F. Ray
National Institute of
Economic and Social
Research
Two Dean Trench Street
Smith Square
London SWIP3HE
England

Mr. G. Jessup
Work Research Unit
Department of Employment
Steel House, Tothill Street
London SW1H 9LN
England

Mr. A. C. Hubert
Secretary General
European Association of
National Productivity
Centres
60, Rue de la Concorde
Brussels 1050, Belgium

Mrs. W. O. Conghaile
European Foundation for the
Improvement of Living and
Working Conditions
Loughlinstown House
Shankill, co. Dublin
Ireland

Mr. Yves Chaigneau
ANACT
16, rue Barbes
92120 Montrouge
France

Mr. E. Theysset
Directeur
Centre National
d'Information pour
le Progres Economique
Tour Europe - Cedex 07
92080 Paris La Defense
France

Mr. H. W. Buttner
Geschaftsfuhrer
Rationalisierungs-Kuratorium
der
Deutschen Wirtschaft
Gutleutstrasse 163-167
6000 Frankfurt (Main)
Federal Republic of Germany

Mr. P. Statopoulos
Director General
Greek Productivity Centre
Kapodistiou 28
Athens 147, Greece

Dr. Laszlo Szamuely
Head of Department
Economic Information Unit
Hungarian Academy of Sciences
1051 Budapest, Munnich F.U.7
Hungary

Mr. Z. Roman
Director
Institute of Industrial Economics of the Hungarian Academy of Sciences
Postfach 14 (V., Szechenyi rkp.3)
1361 Budapest
Hungary

Mr. W. H. Newton
Executive Director
Hong Kong Productivity Council
Rooms 512-516, Gloucester Building
Des Voeux Road, C
P.O. Box 16-132
Hong Kong

Mr. S. Bjornsson
Managing Director
Industrial Institute of Iceland
Idnadarmalastofun Islands
Skipholt 37
Reykjavik, Iceland

National Productivity Council
Productivity House Lodi Road
New Delhi 110 003
India

Professor A.T.M. Wilson
General Secretary
International Council for the Quality of Working Life
London Graduate School of Business Studies
Sussex Place, Regent's Park
London NW1 4SA, England

Professor Einar Thorsrud
Arbeidsforskninginstituttene
Ullevalsvei 105
Oslo 3, Norway

Professor Hans van Beinum
Foundation for Business Administration
Poortweg 6
Delft, Holland

Mr. Lars Buer
A.O.F.
Storgaten 23 C
Oslo 1, Norway

Dr. Federico Butera
Isituto di Ricerca Intervento sui Sistemi Organizzativi
Via Caradossa 7
20123 Milano, Italy

Mr. Michael Foster
Human Resources Centre
Tavistorck Institute of Human Relations
120 Belsize Lane, London NW3
England

Dr. Naphtali Golomb
Kibbutz Management Centre
P.O. Box Ruppin Institute
Israel

Dr. Reine Hansson
Swedish Council for Personnel Administration
Sturegatan 58, Box 5157
S-10244 Stockholm 5
Sweden

Professor Magnus Hedberg
Kungliga Teknsika Hoskolan
Valhallavagen 79
Sack Stockholm 90
Sweden

Professor A.B. Cherns
Flat 101, 1012 Third Street
Santa Monica, California 90403

Professor Nitish De
Dean, National Labour Institute
AB-6 Safdarjang Enclave
New Delhi, 1, India

Professor Yves Delamotte
Conservatoire des Arts et Metiers
Five rue Viatl
Paris 75016, France

Dr. Linda Paretti, Director
Instituto Nazionale per l'Incremento della Produttivita (INIP)
Piazza Indipendenza, 11B
00185 Roma, Italy

Mr. J. Faltz
Secretaire General
Office Luxembourgeois pour l'Accroissement de la productivite (OLAP)
Rue A. Lumiere, 18
Luxembourg

Mr. C.A.M. Mul, Secretary
Commissie Opvoering Produktiviteit (COP)
Bezuidenhoutseweg, 60
The Hague, Netherlands

Mr. S. Dalen, Director
Norsk Produktivitetsinstitutt (NPI)
Boks 8401, Hammersborg
(Akersgatan, 64)
Oslo 1, Norway

Mr. V. Odovic, Director
Jugoslovenski Zavoda Za Produktivnost Rada
(Yugoslave Productivity Institute)
Uzun Mirkova, 1
Belgrade, Yugoslavia

Mr. Bertil Broden
Division of General Industrial Policy
Ministry of Industry
S-103 10 Stockholm, Sweden

Mr. Stig Gustafsson, Editor
Publishing Section
Swedish Employers' Confederation
Box 16 120, S-103 23
Stockholm 16, Sweden

Mr. I. Meidan, Director
Israel Institute of Productivity (IIP)
P.O.B. 33010
Tel-Aviv, Israel

Mr. K. Goshi, Chairman
Japan Productivity Centre
1, 3-Chome, Shibuya
Shibuya-Ku
Tokyo, Japan

Mr. J. A. Liversage, Director
Productivity Centre
C/O Department of Trade and Industry
Private Bag
Wellington, New Zealand

Mr. J.H. Visser, Director
National Productivity Institute (NPI)
Private Bag 191
Pretoria, South Africa

Mr. J. Gil Pelaez
Assistant General Director
Direccion General de Promocion Industrial y Tecnologia
Ministerio de Industria
Calle Ayala 3
Madrid 1, Spain

Mr. Vahdi N. Ottekin
Secretary General
Milli Produktivite Merkezi
(MPM)
Mithatpasa Cadessi 46
Yenisehir
Ankara, Turkey

Mr. K. Fitzgerald
Executive Director
Productivity Promotion
Council
National Committee
GPO Box 475D
Melbourne, Victoria 3001,
Australia

Mr. Fintan Kennedy, Chairman
Irish Productivity Centre
(IPC)
IPC House, Lodi Road
New Delhi-110 003, India

Mr. E. B. Lee
Korean Productivity Center
10, 2-GA, PIL-DONG, HUNG-GU
Seoul, Korea

Mr. Jaime Villasana,
Coordinator
Centro de informacion y
Documentacion sobre
Productividad
Centro Nacional de
Productividad
de Mexico, A.C.
Anillo Periferico 2143
Mexico 20, D.F., Mexico

Mr. T. Ulrik Qvale
Work Research Institutes
Gydas vei 8
Oslo 1, Norway

Mr. B. Gardell
Psykologiska Institutionen
Universitet Stockholms
Box 6706
113 85 Stockholm, Sweden

Mr. J. Edgren
SAF
Box 16120
103 23 Stockholm, Sweden

Mr. R. Svensson
Arbetslivscentrum
Box 5606
114 86 Stockholm, Sweden

Mr. Jose L. Hipola, Jefe de
Seccion
Servicio de Productividad
Industrial
Direccion General de
Promocion Industrial y
Tecnologia
Ministry of Industry and
Energy
Calle Ayala 3
Madrid 1, Spain
Mr V. Kunchev
Secretary to the Council on
Labour Productivity
National Centre for the
Social Productivity of
Labour
Bld G. Dimitrov, 52
Sofia, Bulgaria

Mr. J. B. Ryan
Irish Productivity Centre
(I.P.C.)
I P C House
35-39 Shelbourne Road
Dublin 4, Ireland

Mr. A. Ulubay
Secretary General
Milli Produktivite Merkezi
(M.P.M.)
Mithatpasa Caddesi 46
Yenisehir - Ankara, Turkey

Mr. Robert Immerman
Labor Attache
American Embassy
1-10-5, Akasaka, Minato-Ku
Tokyo, Japan

Mr. Bruce Edward Carter
Assistant Science Counselor
American Embassy
Tokyo, Japan

Mr. Justin L. Bloom
Counselor for Scientific and Technological Affairs
Embassy of the United States of America
Tokyo, Japan

Mr. Susumu Matsuki
Executive Director
Chubu Productivity Center
No. 10-2-Chome, SAKAE
NAKA-KU, Nagoya
Japan

Mr. Mike L. Maruhashi
President
Pan Pacific Institute, Inc.
3, 3-Chome, Kojimachi, Chiyoda-Ku
(Kani Belles Modes Building)
Tokyo, Japan (102)

Mr. Jiro Tokuyama
Managing Director
Nomura Research Institute
1-26-2, Nishishinjuku
Shinjuku-ku, Tokyo
Japan

Dr. Shozo Takata, Ph.D.
Lecturer, Department of Mechanical Engineering
Faculty of Engineering
Tokyo University
2100 Nakanodai, Kujirai
Kawagoe-Shi
Saitama, Japan

Mr. Ichiro Miyashita
Managing Director
Daini-Seikosha Co., Ltd.
6-31-1, Kameido, Koto-Ku
Tokyo, Japan

Mr. Tetsuo Hase
Plant Manager
Taktsuka Plant
Daini-Seikosha Co., Ltd.
563 Inakoshimae
Takatsuka-Shinden
Matsudo-Shi, Chiba, Japan

Mr. Tsutomu Miyata
Manager, Coordination Department
Ebara Corporation
No. 4720, Fujisawa,
Fujisawa-Shi
Kanagawa-Ken, Japan

Mr. Naoshi Kobayashi
Manager of Quality Control Section
Ebara Corporation
Fujisawa Plant
No. 4720, Fujisawa,
Fujisawa-Shi
Kanagawa-Ken, Japan

Mr. Seizo Ajimi
Deputy Manager, Engineering Administration Department
Ebara Corporation
11-1, Haneda Asahicho
Ota-Ku, Tokyo 144, Japan

Mr. Hiroshi Amagai
General Manager, Fujisawa Plant
Ebara Corporation
4720 Fujisawa
Fujisawa-Shi, 251, Japan

Mr. Kohei Ito, Director
Manager, Engineering Administration Department
Fujitsu Fanuc Ltd.
5-1, Asahigaoka 3-Chome
Hino, Tokyo 191, Japan

Mr. Masayuki Okumura
General Manager
Production Engineering
Research Laboratory
Hitachi, Ltd.
292 Yoshida-Cho, Totsuka-Ku
Yokohama, 244, Japan

Mr. Kazunobu Miki, Manager
North America Department
Hitachi, Ltd.
Nipron Building
No. 6-2, 2-Chome, Ohtemachi
Chiyoda-Ku, Tokyo 100, Japan

Mr. Kozo Kumeno, Board
Director
General Manager of Technical
Integration Department
Hitachi, Ltd.
Nipron Building
No. 6-2, 2-Chome, Ohtemachi
Chiyoda-Ku, Tokyo 100, Japan

Mr. Hiroshi Fukami
Senior Engineer, Production
Engineering Department
Narashino Works, of Hitachi,
Ltd.
No. 1-1, 7-Chome,
Higashinarashino
Narashino City, Chiba
Pref275, Japan

Mr. Eisuke Masuda, Director
Manager, akai Plant
Internal Combustion Engine &
Machinery Division,
Kubota, Ltd.
64, Ishizu-Kitamachi
Sakai-City, Osaka, Japan

Mr. Fumio Hase
Kubota Technical Training
Institute
Kubota, Ltd.
64,Ishizu-Kitamachi
Sakai-City, Osaka, Japan

Mr. Dave Crete
Director of Purchasing
Motorola Malaysia Sdn. Bhd.
Communications Group
Bayan Lepas Free Trade Zone
P.O. Box 420 Penang, Malaysia

Mr. Dai Matsumoto, Executive
Director
Seiko-Seiki Co., Ltd.
4-3-1 Yashiki Narashino
Chiba, 275, Japan

Mr. Shoichi Ishii, Manager
Sales Department
Seiko-Seiki Co., Ltd.
3-1, Yashiki, 4-Chome
Narashino-Shi,
Chiba-Prefecture
Japan

Mr. Toshio Morita
Managing Director
Overseas Operations and
Engineering
Toyota Motor Co., Ltd.
1. Toyota, Aichi, Japan

Mr. Michikazu Takemoto
Project Manager
Production Engineering
Planning Office
Toyota Motor Co., Ltd.
Toyota-Shi, Aichi-Ken, Japan

Mr. Masuo Amano, Director
General Manager of Honsha &
Kamigo Plant
1, Toyota, Aichi, Japan

Mr. Masao Umeda
Group Executive
Production Management Group
Toshiba - Tokyo Shibaura
Electric
Company, Ltd.
1-6, Uchisaiwai-Cho 1-Chome
Chiyoda-Ku, Tokyo 100, Japan

Mr. Saburo Suzuki
General Manager Fuchu Works
Toshiba - Tokyo Shibaura
Electric Company, Ltd.
1-6, Uchisaiwai-Cho 1-Chome
Chiyoda-Ku, Tokyo 100, Japan

Mr. N. Yoshinaga, Director
Manager, Amagasaki Plant
Yanmar Diesel Engine Co.,
Ltd.
1, 1-Chome, Higashi-Dori
Nagasu Amagasaki, Japan

Mr. Toshio Iwata
Maneger of Production
Engineering Department
Hanshin Diesel Division
1, 1-Chome, Higashi-Dori
Nagasu Amagasaki, Japan

Mr. Shinpachi Niinomi
Economic News Editor
The Mainichi Newspapers
1-1-1 Hitotsubashi
Chiyoda-Ku, Tokyo, Japan

Mr. Akiyuki Konishi
Foreign News Editor
The Mainichi Newspapers
1-1-1 Hitotsubashi
Chiyoda-Ku, Tokyo, Japan

Mr. Izumi Hosojima
Executive Managing Editor
The Mainichi Newspapers
1-1-1 Hitotsubashi
Chiyoda-Ku, Tokyo, Japan

Mr. Tateo Tsunemi
Editorial Department
Asahi Evening News
C.P.O. Box 555, Tokyo, Japan

Dr. Folke Hjalmers
Royal Swedish Academy of
Engineering Sciences
P.O. Box 5073
S-10242 Stockholm, Sweden

APPENDIX B:

GEOGRAPHICAL INDEX (BY STATE) OF U.S. PRODUCTIVITY

AND QUALITY OF WORKING LIFE CENTERS

ALABAMA

CENTER FOR GOVERNMENT AND PUBLIC AFFAIRS
Auburn University at Montgomery
Montgomery, AL 36117

ARIZONA

PRODUCTIVITY INSTITUTE
College of Business Administration
Arizona State University
Tempe, AZ 85281

CALIFORNIA

CENTER FOR QUALITY OF WORKING LIFE
Institute of Industrial Relations
University of California
405 Hilgard Avenue
Los Angeles, CA 90024

THE PRODUCTIVITY COUNCIL OF THE SOUTHWEST
STF 124
5151 State University Drive
Los Angeles, CA 90032

FLORIDA

SOUTH FLORIDA PRODUCTIVITY CENTER
New World Center Campus
300 N.E. Second Avenue, Room 1402
Miami, FL 33101

GEORGIA

COMMITTEE ON PRODUCTIVITY
American Institute of Industrial Engineers
25 Technology Park
Norcross, GA 30092

GEORGIA PRODUCTIVITY CENTER
Engineering Experiment Station
Georgia Institute of Technology
Atlanta, GA 30332

ILLINOIS

MANUFACTURING PRODUCTIVITY CENTER
IIT Center
10 West 35th Street
Chicago, IL 60616

PRODUCTIVITY CENTER
Graduate School of Business
Northwestern University
Evanston, IL 60201

QUALITY OF WORKING LIFE PROGRAM
Institute of Labor and Industrial Relations
University of Illinois at Urbana-Champaign
540 East Armory Avenue
Champaign, IL 61820

INDIANA

PURDUE PRODUCTIVITY CENTER
School of Industrial Engineering
Purdue University
Grisson Hall
West Lafayette, IN 49707

MARYLAND

MARYLAND CENTER FOR PRODUCTIVITY AND QUALITY
OF WORKING LIFE
College of Business and Management
University of Maryland
College Park, MD 20742

MASSACHUSETTS

MASSACHUSETTS QUALITY OF WORKING LIFE CENTER
14 Beacon Street, Suite 712
Boston, MA 02108

MICHIGAN

QUALITY OF WORK LIFE PROGRAM
c/o Wayne State University
Office of Urban Affairs
1072 Mackenzie Hall
Detroit, MI 48106

NEW YORK

CENTER FOR PRODUCTIVE PUBLIC MANAGEMENT
John Jay College of Criminal Justice
City University of New York
445 West 59th Street
New York, NY 10019

WORK IN AMERICA INSTITUTE, INC.
700 White Plains Road
Scarsdale, NY 10583

NORTH CAROLINA

MDC, Inc.
137 East Rosemary Street
Post Office Box 1057
Chapel Hill, NC 27514

PRODUCTIVITY RESEARCH AND EXTENSION PROGRAM
North Carolina State University
P.O. Box 5511
Raleigh, NC 27607

OHIO

QUALITY OF WORKING LIFE PROGRAM
Center for Human Resource Research
The Ohio State University
1375 Perry Street, Suite 585
Columbus, OH 43201

OKLAHOMA

OKLAHOMA PRODUCTIVITY INSTITUTE
School of Industrial Engineering and
Management
Oklahoma State University
Stillwater, OK 74074

PENNSYLVANIA

MANAGEMENT AND BEHAVIORAL SCIENCE CENTER
Wharton School
University of Pennsylvania
Vance Hall, 3788 Spruce Street
Philadelphia, PA 19104

PENNTAP
Pennsylvania Technical Assistance Program
J. Orvis Keller Building
Pennsylvania State University
University Park, PA 16802

QUALITY OF WORK LIFE CENTER FOR CENTRAL PENNSYLVANIA
Pennsylvania State University
Capitol Campus
Middletown, PA 17057

TEXAS

AMERICAN PRODUCTIVITY CENTER
1700 West Loop South
Houston, TX 77027

UTAH

UTAH STATE UNIVERSITY CENTER FOR PRODUCTIVITY AND QUALITY OF WORKING LIFE
UMC 35
Utah State University
Logan, UT 84321

WASHINGTON, D.C.

AMERICAN CENTER FOR THE QUALITY OF WORK LIFE
3301 New Mexico Avenue, N.W.
Suite 202
Washington, DC 20016

HARVARD PROJECT ON TECHNOLOGY, WORK, AND CHARACTER
1710 Connecticut Avenue, NW
Washington, DC 20009

PUERTO RICO

INSTITUTE FOR PRODUCTIVITY
592 De Hostos Avenue, Baldrich
Hato Ray, Puerto Rico 00918

* U. S. GOVERNMENT PRINTING OFFICE : 1978 727-144/1698